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CORPORATE COMMUNICATION AND ADVOCACY STRATEGY

SUMMARY

The present report responds to Executive Board decision 98/15. It outlines the UNDP communication and advocacy strategy, which is built on 10 priority action points, and presents (a) results achieved since the 1995 corporate communication and advocacy strategy; (b) problems and challenges encountered in promoting a culture of communication and advocacy; (c) actions to be taken to profile UNDP more effectively and to demonstrate the organization's distinctive value-added activities when compared to other providers of development services. The public affairs and advocacy activities of all bureaux at UNDP headquarters, including the associated funds and programmes, UNDP country offices and liaison offices were taken into consideration in presenting analyses in the paper.

In providing information and analysis on implementing the corporate communication and advocacy strategy, positive responses are sought to three basic questions: (a) Will it help to increase understanding of what UNDP stands for and what it does? (b) Will it help to increase support for UNDP? (c) Will it help to increase resources for UNDP?

The Administrator invites the Executive Board to provide its views on how best UNDP can tackle communication and information challenges highlighted in the report; endorse the communication and advocacy approach presented in the paper as a broad policy framework for UNDP public affairs and advocacy activities; emphasize the importance of continuing efforts to build and intensify a culture of communication in UNDP with a view to targeting a global audience and strengthening collaboration and partnerships worldwide.

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I. INTRODUCTION AND PURPOSE

1. The present paper gives an overall analysis of UNDP efforts, achievements and challenges in communication and advocacy to raise the profile of the organization, to help to increase understanding of what UNDP does and what it stands for, and to help to increase support and resources for UNDP. Some of the challenges confronted by UNDP stem from insufficient financial and human resources that need to be addressed to enable the organization to implement actions planned for the years 2000-2001 and beyond. The Administrator is convinced that considerable improvement in understanding the role, activities and resource needs of UNDP can be achieved if the proposals presented are implemented by all concerned.

II. BACKGROUND

2. In paragraph 6 of its decision 98/15, the Executive Board requested "the Administrator to present to the Executive Board at its annual session 1999 a plan of action to implement the key areas identified at the first regular session 1999, including its budgetary implications". In paragraph 5 of its decision 98/23, the Board "recognize[d] that a focused, effective and visible programme is important for resource mobilization and reaffirm[ed] its decisions 98/1 and 94/14 and endorse[d] the ongoing efforts to enhance the impact of the advocacy and institutional profile of UNDP by strengthening its communication and information strategy, with particular emphasis on cost-effective, high-impact strategies and well-targeted messages".

3. The outcome of the discussions during the annual session 1998 and during the first regular session 1999 was that the UNDP communication and advocacy strategy should be built on 10 priority action points. The present report provides information and analysis on:

(a) Results achieved since the 1995 corporate communication and advocacy strategy was introduced;

(b) Lessons learned and challenges;

(c) Actions to be taken in 2000-2001 to profile UNDP effectively and to demonstrate the distinctive value-added of UNDP activities and its particular assets and strengths compared with other providers of development services.

4. At the time of writing the present report, the details of the budgetary implications were still being finalized within the context of the 2000-2001 budget strategy, which will be presented to the Executive Board at its third regular session.

5. Given the important contribution that communication and information should make to the resource mobilization efforts of UNDP, the communication and information strategy must strike a judicious balance between: (a) advocacy and (b) demonstrating the results and outcome of UNDP work - both directly and

indirectly in partnership with others - especially at the country level, where it matters most.

6. For the strategy to meet its objective, it must provide a positive response to the following three questions:

Will it help to increase understanding of what UNDP stands for and what it does?

Will it help to increase support for UNDP?

Will it help to increase resources for UNDP?

7. As with the UNDP funding strategy, partnership will be needed at various levels: within UNDP and with the programme countries in the context of implementing the multi-year funding framework (MYFF); with the donor countries; with the Executive Board; with civil society and the public at large. Consultations with and feedback from the Board will be vital for fine-tuning the approach presented below, an approach that is built on a 10-point strategic plan of action.

III. REVIEW OF THE 10-POINT STRATEGIC PLAN OF ACTION

Action point 1: Build/intensify a culture of communication internally and externally

8. The 1995 corporate communication and advocacy strategy was developed to transform UNDP into a more extroverted organization that would project its image more aggressively. Building on the three goals shaping the role of UNDP adopted by the Executive Board in its decision 94/14, the UNDP communication and advocacy strategy was aimed at:

(a) Advocating sustainable human development worldwide;

(b) Raising visibility of the specific contributions of UNDP in its mandated areas of concentration;

(c) Promoting awareness of the important development contribution of the United Nations system as a whole.

9. The Administrator stressed at the Strategy and Management Committee meeting held in July 1995 that for the corporate communication and advocacy strategy to be successful, all staff should be fully involved in its implementation.

Results achieved

10. UNDP resident representatives share information with their staff in programme countries: well-informed staff can speak informatively on UNDP activities. Resident representatives regularly meet with journalists, donors, non-governmental organizations (NGOs) and civil society organizations (CSOs) in

their capitals, speak about UNDP in public forums, meet with Heads of State, legislators and influential personalities, and continue to refine UNDP messages in the field, to capture better the results of the work of the organization. More details are given below.

11. Nearly all 134 country offices have appointed national public affairs officers (PAOs). Information and advocacy activities, now an integral part of the PAO work plans, are carried out in consultation with host countries. Country offices have devised national communication and advocacy strategies to make UNDP even more widely known throughout programme countries. Such strategies are established in close consultation with United Nations Information Centres (UNICs), wherever the latter have offices, in order to develop a coherent United Nations image.

12. Similarly, at headquarters, the Administrator, Associate Administrator and senior managers interact with the media and key UNDP constituents, travel to programme and donor countries, and participate in and speak at major global conferences, including follow-up to United Nations conferences. The Administrator has also made seed funding available to help programme countries to launch their information and advocacy activities in the field. Regional bureaux now include information and advocacy issues for discussion at meetings of resident representatives. Senior managers of the Bureau for Development Policy, Bureau for Planning and Resource Management, Bureau for Resources and External Affairs, the Human Development Report Office and the Office of Development Studies also help to reinforce the importance of a communication and advocacy culture in UNDP. Since 1996, the performance of resident representatives/resident coordinators and senior managers in the area of communication and advocacy has become part of the UNDP performance appraisal reports (PARs).

13. UNDP liaison offices in Brussels, Copenhagen, Geneva, Tokyo and Washington, D.C., disseminate information from country offices and headquarters, and help to build a support base for UNDP in the regions where they operate (see paragraphs 97-109).

14. The Division of Public Affairs (DPA), together with the Learning Resources Centre, provide training to resident representatives/resident coordinators, their deputies and to PAOs in each country to enable staff to interact with the media and other important UNDP constituencies.

Lessons learned and challenges

15. UNDP resident representatives have played a key role in telling the complex story of sustainable human development to help to increase understanding of what UNDP stands for and to generate support for the organization. Inculcating a communication and advocacy culture in an organization, especially one that used to be introverted, takes time. However, experience shows that with appropriate training, UNDP staff can become more comfortable and confident in interacting with the media and other constituents. It is clear that to achieve a sense of corporate involvement in the goals and objectives of the organization, the responsibility for projecting the work of UNDP must be reflected in the work

plans and job descriptions of all staff. Making the case for UNDP must be accepted as part of the job.

16. The advantage of having a national PAO means that in nearly every UNDP office around the world, there is one person who is dedicated to monitoring and seizing opportunities that may arise to promote UNDP, thereby helping to increase understanding of what the organization does and what it stands for. However, insufficient financial and human resources present a constraint in implementing activities to build and intensify the communication and advocacy culture in UNDP.

17. The rapidly changing external environment means that UNDP will have to adjust its role over the coming years. Issues that transcend national borders, the emergence of the private sector and influential non-governmental actors have all contributed to the transformation of the policy environment, leading to increased competition among development agencies for declining Official Development Assistance (ODA) resources. In continuing to implement its programmes, UNDP must demonstrate that it has distinct value-added assets and strengths compared to other providers of development services.

Actions to be taken in 2000-2001

18. National communication and advocacy strategies will be fine-tuned on a continuous basis to reflect the organization's objectives of capturing and disseminating results within the framework of the new funding strategy and results-based approach to development. UNDP will strengthen organization-wide linkages among staff working on policy, substantive, operational and media matters.

19. Under the strategy, training will be intensified for senior managers and other UNDP officials at headquarters to equip them with adequate skills to make the case for UNDP and increase understanding for the work of the organization among the media, programme and donor countries, partners and other key constituencies. The training will link public affairs with resource mobilization.

20. UNDP will produce consolidated briefing notes for speaking about UNDP, covering policy, factual data and typical audience questions, to enhance the skills of UNDP resident representatives and other senior staff in undertaking public-speaking engagements.

21. UNDP will continue to provide its staff with user-friendly access to information so that they will be aware of organizational achievements and be the organization's advocates in the field and at headquarters. This information - from basic data to success stories - must be people-oriented, clearly and concisely presented, and timely. The printed and electronic materials as well as Web sites referred to in the present paper are among the means available to convey the evolving story of UNDP.

22. All staff will be asked to budget time to allow for media and other public affairs-related tasks. UNDP messages must be communicated in relation to

current priorities established by the Executive Board in its decision 98/23 and the implementation of the UNDP internal reform package, "UNDP 2001". Special attention will be paid to the public-affairs dimension of the MYFF to increase predictability in this area.

Action point 2: Project the contribution of UNDP to development within the context of the United Nations as a whole

23. UNDP supports the Secretary-General's reform agenda as it is presented in his report, Renewing the United Nations: A Programme for Reform (A/51/950 and Corr.1 and Add.1-7), which offers a comprehensive plan to enhance the effectiveness of the United Nations system to enable it to meet the challenges of the new century. In advocating and presenting its results, UNDP is contributing to the overall activities of the United Nations, and the overall work of the United Nations is helping to project UNDP.

Results achieved

24. The United Nations Development Group (UNDG) was created in 1997; its Executive Committee is chaired by the UNDP Administrator and supported by the Development Group Office as well as by common United Nations tools such as the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF). This has provided a platform for a more coherent public affairs outreach by the United Nations at the country level.

25. Collaboration with the Department of Public Information of the United Nations Secretariat and United Nations Information Centres (UNICs) has increased and joint activities have been undertaken. UNICs staff are regularly invited to training workshops organized by UNDP for public affairs officers and are encouraged to talk about the economic and social dimensions of the work of the United Nations system as a whole.

26. UNDP has intensified its collaboration with information counterparts in other United Nations bodies to build inter-agency partnerships and collaborate for a common cause. One example at the country level is the joint publicity venture tied to special United Nations events such as the International Day for the Eradication of Poverty on 17 October. Communication is both bilateral and through the Joint United Nations Information Committee (JUNIC) of the Administrative Committee on Coordination (ACC).

27. UNDP continues to support the inter-agency-financed Non-Governmental Liaison Services (NGLS), whose dynamic network and services provide recurring opportunities to present the development concerns of UNDP at public-speaking engagements and non-governmental venues.

Lessons learned and challenges

28. In its decision 94/14, the Executive Board established the concept of sustainable human development as a new, focused mission for UNDP. Poverty eradication is the overriding objective, with the goal that UNDP will provide

support to the United Nations system as a whole in promoting sustainable human development. UNDP works with other United Nations agencies in promoting the development activities of the United Nations and continues to fulfil its role as manager and funder of the resident coordinator system. One of the challenges in this regard is that UNDP must balance the need for the name and activities of UNDP to be better publicized with the need to promote the development activities of the United Nations as a whole.

29. As a participant in the Task Force on the Reorientation of United Nations Public Information Activities, UNDP discovered that several of the challenges identified by the Task Force and its recommendations have already been tackled within UNDP. Problem areas include: the inconsistency between global public respect for the United Nations and the relative weakness of donor support for the United Nations's mission in some countries; a perception, in some circles, that the United Nations is synonymous with bureaucracy; and the ensuing conclusion that the United Nations is not as relevant as it once was.

Actions to be taken in 2000-2001

30. UNDP will work with other United Nations entities to ensure a more coherent and cost-effective United Nations system response to the needs of programme countries, inter alia, through such tools as the CCA and the UNDAF. Greater efforts will be made to attain optimal visibility of what the United Nations stands for and what it does through the active participation of UNDP in United Nations system-wide public information and advocacy activities. Resident coordinators will continue to be invited, through the UNDP network, as the main international spokespersons on development issues at all major events in programme countries. One goal is to secure at least 20 to 30 positive quotations on what the United Nations is and does from decision makers, opinion leaders, and ambassadors of donor countries in the programme countries where UNDP is present.

31. UNDP, along with other United Nations entities, will continue to promote the goals of common premises and services, in particular the objective of the United Nations House, following a commonly agreed-upon strategy and time-frame (see documents DP/1999/16 and DP/1999/CRP.5). Special efforts will be made to promote common services, where much progress remains to be made, and where the potential of economies of scale and cost-savings clearly exists. In particular, common premises and services can facilitate interaction between the information staff of different United Nations entities and improve the quality and cost efficiency of information outputs produced.

32. UNDP will strive to ensure that in the follow-up to global conferences, public affairs materials reflect the results of the work of inter-agency thematic working groups or committees functioning to follow up on them. Greater efforts will be made to highlight the comparative advantages and successes of UNDP within the United Nations system so that they reach a wide public and policy-making audience to target additional resources. The goal is to increase understanding of what UNDP stands for and does and to increase support and resources for the organization.

Action point 3: Establish clear, focused objectives for raising the visibility of UNDP

33. Given the decentralized nature of UNDP, efforts to raise visibility must be coordinated so that the messages directed to UNDP partners are clear and compelling, from the global to the local level. UNDP constituencies include government officials, intergovernmental organizations, parliamentarians, journalists, NGOs, academics, women's organizations, community groups and business and industry leaders. As discussed later under action point 6, conscious efforts are made to tailor messages to these distinct UNDP constituencies and to make increasing use of Internet-based communications technologies and networking approaches.

Results achieved

34. In adopting decision 94/14, the Executive Board enabled UNDP to sharpen the focus of its interventions in support of sustainable human development, giving poverty eradication its overriding priority. Through its decision 98/1, the Board helped to narrow the focus areas and position UNDP to demonstrate its comparative advantage in programme countries.

35. In 1997, the Executive Board approved a comprehensive reform package - UNDP 2001 - which is transforming the way the organization delivers its products and services in the focus areas. The reforms are creating more effective priority-setting and activities, more effective decentralized decision-making and clearer and simpler lines of accountability and responsibility. These changes are enabling UNDP to respond faster and with greater flexibility to community needs in programme countries and thus raise visibility for the organization.

36. At the country level, UNDP resident representatives continue to interact and brief visiting journalists and organize project visits for select national and international journalists to enable them to report on UNDP activities. National PAOs support the resident representatives in their media and advocacy efforts.

37. At headquarters, UNDP provides a policy framework and sets communication standards through the production of a public affairs manual. Regional public affairs focal points at headquarters communicate with national PAOs and senior managers in New York. UNDP headquarters is also responsible for organizing and coordinating targeted media relations for the Administrator, Associate Administrator and other senior staff, in close cooperation with the relevant programme countries.

38. UNDP began setting the agenda for reporting by the media on development issues by organizing press trips to UNDP-supported projects in all regions. The aim is to encourage reporters to cover UNDP work and to think of UNDP as an important source of information for future stories. Sensitizing journalists, broadcasters, and photographers to developing countries on reportage missions has resulted in an average of 10 articles or broadcast programmes from each mission. In 1998, more than 100 leading international reporters participated in UNDP-sponsored travelling seminars for the media.

39. UNDP started tapping the power of electronic communication, from radio and television to the Internet. Through its television team in Geneva - Azimuths - UNDP has become a source of high-quality footage on development issues. Footage provided to programme countries for the launch of the Human Development Report ran in 60 countries, some of which were dubbed in local languages. UNDP also produces inexpensive public service announcements on the key UNDP thematic areas, which air on CNN International six times a day around the world. Country offices work with local broadcasters to get their messages and results on the air. UNDP works in partnership with TV broadcasters to provide story ideas, information, contacts and logistical support for field coverage by national and international news producers. Through joint productions with media outlets, UNDP can help to highlight the comparative advantage the organization brings to projects and programmes worldwide.

40. More than 100 UNDP country offices now have Internet capacity and over 90 offices have either switched or are in the process of migrating to corporate e-mail. By mid-1999, all country offices will have Internet connections with headquarters. The UNDP home page can be found at http://www.undp.org and so far 50 country offices have established their own Internet Web sites. The aim has been to put major UNDP reports, advocacy material, press releases, and programme information onto the Internet to raise global visibility for the organization.

41. UNDP created the Information Technologies for Development Programme - a global storehouse of information and solutions on the Internet - to raise awareness of benefits of information and communications technologies for developing countries and to empower poor communities to identify and achieve their development goals. New Web sites were established as a one-stop shop for development experts, governments, and the private sector.

42. UNDP maintains reportage and/or training agreements with the Pan African News Agency, Inter-Press Service, Gemini News Service and other news services in Asia and the Pacific, the Arab States and Latin America and the Caribbean. In the United States, UNDP signed an agreement with the Associated Press Managing Editors' Association, the main source of foreign news for print and broadcast media organizations that do not have foreign correspondents. The aim is to encourage journalists of private media organizations to write articles about the work of UNDP and thereby help to increase understanding of what UNDP does and help to generate financial and political support.

43. The launches and promotion of key reports such as the Human Development Report and national human development reports are important advocacy tools for UNDP. They continue to provide an important means for Governments to foster broad public debate on how to combat poverty in specific countries. These reports, produced in every region, are used for policy-making by Governments, as information for investment, and as resource tools for media.

44. Through the appointment of Goodwill Ambassadors in 1998 - actor Danny Glover, Nobel Laureate Nadine Gordimer and actress Misako Konno - UNDP continues to shape the image of the organization by raising public awareness about global poverty. The Goodwill Ambassadors, as advocates for UNDP, are helping to show the world that development assistance is a good investment.

Another Nobel Laureate, Amartya Sen, is the new UNDP Distinguished Advisor on Human Development.

Lessons learned and challenges

45. Experience has shown that when journalists write about successful UNDP programmes, it resonates among opinion leaders and legislators, and helps to build allies among the media and other constituents for UNDP. When celebrities and influential persons speak on behalf of UNDP, they draw media attention and thereby help to raise visibility for UNDP. The challenge lies in getting the commitment of high-profile celebrities and identifying high-impact projects that help journalists to put a human face on development issues.

46. The task of working with media, especially television, has become more complex and resource-intensive. Working with broadcasters requires increased research and more frequent contact with editors, producers and programme planners. Competition for strong international stories is fierce and buying airtime is extremely costly. The challenge is to find strong UNDP initiatives that will interest the media.

47. UNDP Web sites are of uneven quality and substance. Some are not regularly maintained and can affect the credibility of UNDP. Given that Web maintenance, in many instances, is a full-time job, the challenge is to find resources to hire competent staff to do the job.

Actions to be taken in 2000-2001

48. Building Web sites is a new facet of UNDP work. Guidelines for building Web sites must be established. Programme countries will be asked to report country-based results to be highlighted on the new UNDP Web site Newsfront. The aim will be to give quick, up-to-date highlights to portray UNDP as a dynamic organization. The Division for Information Management and Analysis continues to provide support and advice on Web development for the whole organization. These technological developments open great potential for UNDP communication and advocacy but they will also require increased coordination at the global level.

49. UNDP will continue to target mainstream media from donor countries and media associations with regional interests in developing countries and who happen to work in the industrialized nations. Examples are the over 10,000 journalists in the United States who are members of media associations that trace their roots to Africa (the National Association of Black Journalists), Asia (Asian American Journalists Association), Latin America (National Association of Hispanic American Journalists) and the Caribbean (National Association of Caribbean American Journalists).

50. UNDP will strengthen cooperation with media in developing countries. It will take advantage of the organization's field-based network to show journalists successful projects in programme countries and give the media access to people and places that they might not be able to reach on their own.

51. In preparation for the United Nations Millennium Summit and the fiftieth anniversary of UNDP, the organization will develop a strategy to heighten UNDP visibility in the context of these and other upcoming milestones.

Action point 4: Develop clearer, more strategic and more results-based messages

52. Since the 1995 corporate communication and advocacy strategy was developed, UNDP has developed a series of key messages aimed at different target audiences to promote sustainable human development, with the Bureau for Development Policy taking a lead role in policy development.

Results achieved

53. UNDP messages relate to:

(a) The characteristics of the organization - its universality, neutrality, impartiality, multisectoral nature and grant-based non-conditional support;

(b) The focus of UNDP - geographical (on the poorest countries, in response to Executive Board decision 95/28); thematic (development that is pro-poor, pro-jobs, pro-women and pro-environment, in response to Executive Board decisions 94/14 and 98/21); functional (networking, coordinating and promoting national ownership, participation and capacity development);

(c) The role of UNDP in support of the United Nations system as a whole, including its evolving role in fostering United Nations partnerships, and its role in the management of the resident coordinator system;

(d) The direct contribution of UNDP to development through strategic support of projects worldwide.

54. Such messages have been tailored to different constituencies and conveyed through statements by the Administrator, Associate Administrator, resident representatives and members of the Executive Committee as well as through promotional materials. The following is a sampling of the kinds of media and advocacy messages that UNDP has undertaken in its focus areas around the world:

(a) Poverty and sustainable livelihoods. UNDP launched the Race Against Poverty campaign to draw attention to its poverty eradication programmes on the ground. Country offices adopted the International Day for the Eradication of Poverty (17 October) as the central day around which to build media and advocacy initiatives. Live events, speeches, opinion pieces, workshops, book launchings and NGO briefings were incorporated into the campaign. Overcoming Human Poverty, the first in a series of reports on poverty eradication, was launched as part of the campaign. Public service announcements were created and are currently running on television throughout the world. The aim has been to raise public awareness worldwide using prominent individuals and events to convey the work of UNDP in helping to eradicate poverty;

(b) Gender equality. Gender equality and the advancement of women have expanded as a central part of all UNDP activities. On an annual basis, UNDP country offices organize events and press conferences around International Women's Day (8 March) to raise awareness and draw attention to gender and development issues. Public education campaigns in Latin America were developed over the past two years to combat violence against women. The United Nations Development Fund for Women (UNIFEM) acted as a catalyst with key partners to eliminate violence against women in various regions through the development of laws and protocols to protect women. For International Women's Day on 8 March, UNIFEM hosted the first inter-agency global videoconference, A World Free of Violence Against Women, which was broadcast live from the General Assembly with links from Nairobi, New Delhi, Mexico City and Strasbourg. UNDP also created a video press release for use in country offices for the same occasion. The monthly publication "Gender Beat" was created as an electronic newsletter on women and development. Gender equality was the subject of the Human Development Report 1995;

(c) Environment. As a follow-up to the Kyoto Protocol on Climate Change, UNDP played an important advocacy role before, during and after the Fourth Conference of Parties of the United Nations Framework Convention on Climate Change in Buenos Aires. UNDP produced the reports entitled "Issues and Options - the Clean Development Mechanism" and "Promoting Development while Limiting Greenhouse Gas Emissions: Trends and Baselines". These reports offer recommendations for helping developed countries to implement clean development strategies. Press materials and commentaries were produced for these, which gave UNDP high visibility in the international media. Through programmes such as Capacity 21, the Global Environment Facility and the Montreal Protocol, UNDP helps to raise environmental awareness and create an understanding for the work that UNDP does in this focus area. The Office to Combat Desertification and Drought (UNSO), in collaboration with national partners, organized a competition in 25 affected countries last year, focusing on local and traditional technologies in combating desertification and mitigating the effects of drought. Select entries were featured at the Second Conference of the Parties to the Convention to Combat Desertification to promote the work of UNDP in this focus area. UNDP helped in the preparation and launch of the annual report of the World Resources Institute;

(d) Governance. UNDP supported governance programmes - the exercise of economic, political and administrative authority to manage a country's affairs - for a productive interaction between the State, the private sector and civil society. In Africa, UNDP strengthened its support for peace-building efforts. It organized the conference entitled "Leadership, Challenges of Demilitarization" to address the relationship between security, demilitarization and human development in the region and thereby helped increase understanding for UNDP work in a key focus area.

55. In addition to these entry points, UNDP continues to strengthen its efforts within the United Nations system to promote the socio-economic development activities of the United Nations, as noted under action point 2. UNDP also helps programme countries to build their capacities to formulate policies and frameworks for market-based economic transitions, private-sector development and globalization challenges.

56. UNDP manages crises and helps to rebuild government capacities in post-conflict situations (including for the reintegration of returning refugees, demobilized troops, and those displaced by conflicts), reconstruction and rehabilitation planning. UNDP has established a mine action unit and is currently assisting 13 countries to build national capacities for demining. Through these interventions, UNDP is able to respond to the specific needs of a diverse range of programme countries worldwide.

Lessons learned and challenges

57. The inherent complexity of sustainable human development makes simple, effective communication a special challenge. Policy initiatives do not easily translate into greater visibility for UNDP. There is a need to enhance outreach with constituents by clarifying and refining UNDP messages, stressing results and content.

58. Data collected on UNDP programmes must be translated into human successes that relate experiences of people at the country level. These are the stories that have a strong media appeal. The challenge lies in getting UNDP staff to make the linkages between human-interest stories and UNDP programmes and thus highlighting the comparative advantage of UNDP.

Actions to be taken in 2000-2001

59. UNDP will intensify its efforts, based on lessons learned and on an analysis of the external environment, to profile UNDP with optimal impact. The strategic results framework is in its early stages. This will be a first step in helping country offices to quantify and monitor systematically the results of their work. UNDP will then have more concrete information from which to strengthen its communication and advocacy work. The country-based results and outcomes will form an important component for outreach initiatives.

60. One recommendation of UNDP 2001 is for senior management to adopt key UNDP messages for house-wide communication. While these messages will be based on strategic results, they will be refined and packaged in a user-friendly fashion. They will serve as rallying points to explain the work of and generate support for UNDP. "The race against poverty - we can win it in our lifetime" is one example of a message that was developed into a global campaign. Similar easy-to-understand messages need to be developed for other focus areas.

Action point 5: Streamline information materials and publications

61. UNDP strives to produce publications to reflect the identity of UNDP, its achievements, and intellectual leadership in development practice. Publications are also a means of reporting on the work of the organization and key advocacy tools to convey UNDP messages. UNDP is in the process of streamlining information materials to prevent a proliferation of publications, ensure consistently high quality and targeted distribution. To launch some of these publications, press kits and press releases are produced for the media and distributed in a strategic manner for maximum impact.

Results achieved

62. UNDP headquarters and country offices have produced or have commissioned publications that have helped position the organization's intellectual leadership in the key themes of poverty, environment, jobs, women, governance and peace-building. Some of these publications are path-breaking studies commissioned by UNDP. High-impact UNDP publications include, but are not limited to, the examples in the following paragraphs.

63. The global Human Development Report (HDR) - now in its tenth year - continues to be a successful key media and advocacy tool for UNDP. More than any other publication in UNDP, these reports have generated major print and broadcast media coverage in developed and developing countries. Building on the global HDR concept, more than 100 national human development reports have been prepared by UNDP country offices in collaboration with host Governments to foster public debate and national policy-making on poverty eradication.

64. The Office of Development Studies provides forward-looking analyses to development practitioners to accelerate development in the North and South and promotes research in partnership with leading development constituencies. In 1999, it published Global Public Goods - International Cooperation in the 21st Century, which breaks new ground by extrapolating the concept of "public goods" from the national to the global level, and provides a new intellectual framework within which to think about international assistance. With contributions from leaders in development theory, this book helps to reinforce the role of UNDP as an intellectual force within the development arena.

65. Overcoming Human Poverty - the first in a series of reports on poverty eradication - was launched in 1998. This report, produced by the Bureau for Development Policy, presents the scale of the challenge to eradicate poverty, offers information and statistics on human poverty, assesses what has happened since the 1995 World Summit for Social Development and highlights measures being taken to address the problem.

66. Freedom from Poverty - a comprehensive report on socio-economic problems faced by countries in transition in Europe and the Commonwealth of Independent States - was released last year. This report, which builds on previous analytical work undertaken by the Regional Bureau for Europe and the Commonwealth of Independent States and other publications, including the NHDRs, takes a hard look at the acute problems of poverty inequity in the region and proposes measures to address them.

67. The UNDP Today series was produced in 1998 to report on the changes that had taken place under the UNDP reform process. These concise booklets set forth the organization's position, focus and achievements in poverty eradication, good governance and public participation, sustainable livelihoods, environmental protection, advancement of women, peace-building, and the role of UNDP in the reform of the United Nations. They are a quick reference guide to UNDP for the new millennium and are an invaluable resource for understanding the key areas of UNDP work.

68. The Illustrated Annual Report provides detailed information on UNDP programmes in the field and an account of how resources are utilized for development. The United Nations Volunteers (UNV) annual report for 1998 highlights the work of volunteers to achieve the goals of Strategy 2000 - a framework for the work of UNVs between 1997 and 2000 - with emphasis on the thematic areas of peace-building, environment, HIV/AIDS, the disabled and cities. UNSO published a comprehensive report in 1998 outlining its support in implementing the Convention to Combat Desertification at the country level. The United Nations Capital Development Fund (UNCDF) has produced eight country brochures highlighting its efforts to reduce poverty in least developed countries through good governance, decentralized planning and financing. More such brochures will be produced later. Country offices also produce advocacy, programme and fund-raising publications on development initiatives at the local and national levels.

Lessons learned and challenges

69. The right information materials and publications are a vital means to raising awareness of UNDP development work and its comparative advantage in the 174 countries and territories where it works. Appropriate and targeted information can help to increase resources for the organization.

70. Recognizing the proliferation of publications in UNDP and the uneven quality of publications produced, the Administrator set up a task force to review the status of publications in the organization and recommend ways to streamline the production of publications and ensure top quality. The task force found several problems, including: the decentralized nature of production of publications within UNDP; the lack of a mechanism for making staff or clients outside UNDP aware of what publications exist or what is in the pipeline; there is no standardized look for UNDP publications.

71. To tackle these problems, the new publications policy was drawn up, and presented to the Administrator. The Executive Committee, chaired by the Administrator, endorsed the policy on 5 November 1998. In its first stage, the policy will be applied to headquarters only. The Publications Committee has been formed, the members of which were carefully selected based on seniority, expertise, development discipline, field experience, language, gender balance and published authorship. The aim will be to ensure that publications are demand-driven, that they are cost-effective, that there is a clear purpose and targeted audience for a proposed publication, and that wherever possible a publication will dovetail into resource mobilization initiatives.

Actions to be taken in 2000-2001

72. The Publications Committee will meet once every two months to monitor the implementation of the policy, review issues that arise and find ways to address them. The Committee will submit quarterly reports to the Executive Committee and the Administrator, giving an update on the implementation of the publications policy, progress and plans achieved, the state of UNDP publications and an estimate of the amount spent by UNDP on publications. The report will

include data on the number of publications for that year. This will be supplemented by an annual report to the Executive Committee bearing in mind Executive Board decisions 97/17 and 98/15.

73. UNDP intends to increase the flow of results-oriented information in the coming months through the issuance of several fact sheets in multiple languages. The Division for Resources Mobilization will continue to take the lead in consulting with officials in or from capital cities in industrialized countries so that UNDP can provide them with the specific information they require. This information could include one-pagers, pamphlets and brochures showcasing the impact of UNDP work and how resources are utilized.

74. UNDP also plans to publish a series of several short fact sheets to disseminate UNDP intellectual initiatives, best practices, know-how and its rich well of data. The first of these fact sheets, UNDP Today: Results That Make A Difference, produced recently, describes different aspects of UNDP work in thematic areas and answers key questions about policy, organization and funding. These publications will be in as many major languages as possible and will be distributed at conferences and seminars where UNDP speakers will be placed. UNDP will also launch a series of one-pagers to present the work carried out by UNSO, UNV, UNIFEM and UNCDF through which additional resources might be brought into UNDP.

75. Efforts will be intensified to secure reviews of UNDP special reports and other substantive studies in international and national development-related journals and academic periodicals in order to heighten visibility of the contribution made by UNDP to the intellectual debate on current issues of concern to such readership circles. UNDP will especially encourage and assist staff, to the extent consistent with their responsibilities, to write and place significant analytical articles in the same range of journals.

76. Every effort will be made to encourage well-known authors to prepare and publish articles, monographs and even books, on an independent basis, about issues of concern to UNDP and relate them to its resource needs. Recent partnerships with UNDP Goodwill Ambassador Nadine Gordimer have yielded good results.

Action point 6: Prioritize constituencies to be targeted

77. UNDP advocacy with target constituents is aimed at galvanizing support for country programmes and global priorities and at supporting resource mobilization. UNDP constituencies include but are not limited to: developing country Governments, donor country Governments, parliamentarians, intergovernmental organizations (IGOs), the media, NGOs and other CSOs, legislators, religious leaders, mayors, celebrities and the private sector. UNDP offices at headquarters and in donor countries and UNDP country offices make a conscious effort to tailor messages for these distinct constituencies to promote greater understanding, change behaviours and attitudes towards UNDP and mobilize resources for the organization.

Results achieved

78. UNDP issued its public information disclosure policy in 1997, which enables NGOs and the general public to have greater access to information on UNDP operations. The Public Information and Documentation Oversight Panel has been created, which consists of three UNDP representatives and two NGO leaders. The policy has been posted on the UNDP home page and is distributed at key NGO events. This is one example of how UNDP is working to make itself more user-friendly so that it is easier for CSOs to collaborate with it.

79. On a monthly basis, UNDP senior officials participate as panellists for weekly NGO briefings organized by the Department of Public Information of the United Nations Secretariat (DPI). UNDP collaborates with various NGOs to organize meetings or activities on a variety of topics. This has helped to increase understanding for the work of UNDP and has resulted in DPI asking for speakers from UNDP for their events.

80. UNDP has developed a strategy of dialogues with IGOs such as the Organization of African Unity, the Commonwealth Secretariat, the South Asian Association for Regional Cooperation, the Organization of American States, the Arab League, La Francophonie, the European Commission and the Group of 77. The purpose is to foster collaboration with IGOs on matters relating to sustainable human development.

81. UNDP launched a joint programme of activities with the World Conference on Religion and Peace to target religious leaders. Interfaith services involving UNDP advocates United States basketball player Dikembe Mutombo and actor Danny Glover were held to commemorate the International Day for the Eradication of Poverty last October. The goal was to galvanize support from religious leaders and get them to speak about the UNDP universal message of poverty eradication.

Lessons learned and challenges

82. The corporate communication and advocacy strategy is based upon the premise that the "one-size-fits-all" approach is simply not the way to target constituencies. UNDP has learned that approaches will have to be adapted to the circumstances and experience of each country and situation, especially the external development cooperation environment.

83. Within UNDP, there is recognition of the important role NGOs and other CSOs play. This is demonstrated by the fact that within regional bureaux at headquarters, liaison offices and UNDP country offices, there are staff who work specifically on cultivating relationships with NGOs, parliamentarians and other target constituencies. However, there is a need to coordinate better the outreach activities and to be more selective with the NGOs for mutual benefit and maximum impact.

Actions to be taken in 2000-2001

84. UNDP is teaming up with Cisco Systems, an international Internet-networking company, to launch a new global anti-poverty initiative. UNDP and Cisco Systems will organize a global musical event simultaneously on three stages in London, Geneva and New York in 1999. Building on the experiences of the past two years, UNDP will collaborate with Cisco Systems to organize its annual awards ceremony to honour individuals for their courage in fighting poverty in their own communities. The goal is to heighten media interest and generate concrete support for UNDP activities in poverty eradication.

85. At the global level, UNDP is undertaking a three-year worldwide CSO programme spearheaded by the Bureau for Development Policy. This corporate activity outlines a framework for strengthening civil society's contribution to promoting poverty reduction. It seeks to anchor the work of Governments more deeply among their citizens and provide coherent and satisfying alternatives for social change on a global level.

86. UNDP will invite members of the UNDP Advisory Board of Mayors to address public forums, give media interviews and write letters to the editors of major newspapers and magazines. UNDP will also jointly produce information materials that will be disseminated worldwide among religious leaders of various faiths. This will help to build support for UNDP among these leaders and individuals.

87. UNDP will continue to use IGO meetings as forums for advocacy for development cooperation. The purpose is to make information available to Heads of State or Government and other political leaders should they wish to refer to UNDP in their statements and testimonials. Throughout UNDP an effort will be made to continue to provide important contributions to these objectives, through lectures, workshops, visits and other types of interaction in donor countries and in the developing world.

88. Resident representatives will be encouraged to enlist, on an even more sustained basis, the active support and partnership of appropriate NGOs, United Nations Associations and professional bodies with region- or thematic-specific interests in raising the profile of UNDP.

Action point 7: Intensify partnership with programme countries

89. Strengthening partnerships with programme countries is a key tenet of the corporate communication and advocacy strategy. Programme countries have an important advocacy role to play in explaining and publicizing UNDP activities, and articulating its comparative advantages to UNDP stakeholders and representatives of the industrialized world in programme countries. The goal is to ensure optimal coverage of UNDP activities in developing country and donor country media, and to mobilize political and financial support for the organization. Country offices also provide public information materials and human-interest success stories to headquarters for use by the media, for advocacy purposes and for posting on the Internet.

Results achieved

90. The best news stories about UNDP and most of the opportunities for constituency-building emanate from programme countries. UNDP resident representatives interact with media in both programme and donor countries. They meet regularly with donor country ambassadors in programme countries, aid missions and internationally influential visitors, parliamentarians and Governments, and undertake well-targeted speaking engagements. They also support Heads of State in articulating UNDP messages. These varied actions of resident representatives have helped to increase understanding of UNDP and to increase resources for UNDP.

91. In 1998, the Regional Bureau for Asia and the Pacific held a meeting of resident representative in conjunction with its Regional Millennium Meeting with the Government of the Republic of Korea. In his address to the resident representative meeting, components of which were public affairs and advocacy activities, the Administrator urged the group to target donor country media in programme countries to showcase successful UNDP projects. One of the immediate results is an increase in articles about UNDP in donor country newspapers.

92. UNDP carried its media and advocacy training to a new level in 1999. For the first time, it conducted workshops in Benin and Morocco that linked media and advocacy work directly to the new funding strategy and the results-based approach to development.

Lessons learned and challenges

93. The training exercises, among other things, are an opportunity for resident representatives and national PAOs to raise the challenges country offices face in carrying out media and advocacy activities. These challenges include: a lack of human and financial resources in country offices; the need for better access to programme and policy information; the need for up-to-date computer hardware and software to bring country offices and staff in line with the new millennium; and the need for better networking to exchange ideas and identify new opportunities for resource mobilization.

94. The big stories that attract media attention are emergencies and conflict situations. UNDP has learned that it is useful for the organization to create a "public affairs crisis team" consisting of existing PAOs who can be called on at short notice, who have international media experience, and who can give the media up-to-date information during emergency situations. This gives UNDP an advantage in being called on to report on subsequent rehabilitation and longer-term development to journalists at a later date.

Actions to be taken in 2000-2001

95. UNDP assists and advises country offices in fulfilling their advocacy and outreach functions. Building on the Benin and Morocco experience, UNDP will work on intensifying training for PAOs in Asia and the Pacific, Latin America and the Caribbean and Europe and the Commonwealth of Independent States. The

goal is to equip all UNDP staff in programme countries with the skills to promote the work of the organization while increasing support for its activities within the new funding strategy. It is recommended that a budget line be assigned to all new programmes and projects for public affairs, as mandated by UNDP 2001.

96. UNDP will continue to invite donor representatives to help to clarify expectations, concerns and interests regarding UNDP. They will be asked to advise UNDP on the evolution and change of direction of their individual country situations in such critical areas as public opinion and priority-setting, preferences and channels for international support, and better promotion of UNDP with the full range of actors in their respective countries.

Action point 8: Develop differentiated strategies in cooperation with each donor country, building on the important ongoing work of the liaison offices

97. The way UNDP deals with Governments and other constituencies in donor countries is vital to increasing the understanding of the organization and ensuring support and resources for it.

98. Donors members of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC) are vital contributors to UNDP core resources. At the April 1999 funding meeting, it was estimated that, for the first time in seven years, 13 OECD/DAC donors would increase their core contributions (in local currency terms) in 1999. Another six had confirmed that they would be maintaining their 1998 level of core pledges. Thirteen countries indicated multi-year pledges, 12 of them for both 2000 and 2001. It is critical to build on this momentum in order to increase both volume and predictability of UNDP funding.

99. UNDP partnerships with donors operate at various levels:

(a) At the programme country level through its wide office network;

(b) Through the Executive Board;

(c) In donor countries - through liaison offices in international forums and with their key decision makers and opinion makers (parliamentarians, NGOs, think-tanks, the private sector and others).

Results achieved

100. Since the introduction of the 1995 communication and advocacy strategy, UNDP has intensified its advocacy and communications efforts at all of these levels - adopting a differentiated approach tailored to the specifics of the country concerned and forging new partnerships with key donor country constituencies.

101. At the programme-country level, systematic exchanges took place through, inter alia, the coordinating role of the resident representative and his/her

team in relations with donor country representatives present in the host country - in the context of, for example, the programme approach and coordination.

102. Through the Executive Board, donors had an opportunity to speak out about what distinguishes UNDP from other providers of development services and to sharpen the profile of the organization through legislation. Some of them, through the Board's field visits, gained first-hand knowledge of the role of UNDP in different development stages in diverse countries in which UNDP operates.

103. In donor countries, results were sought through a three-pronged strategy. First, the Administrator, Associate Administrator, resident representatives/ resident coordinators and other senior managers visited ministers, government officials, parliamentarians, NGOs, and other key decision makers in the countries concerned, participating in high-level forums. Second, regular consultations have been held at the senior level with a significant number of donor countries to exchange views on how best to collaborate on issues - substantive, operational, administrative, funding and communication and advocacy. Third, through its network of offices (Geneva, Washington, Copenhagen, Tokyo, and more recently, Brussels) and correspondents, which reach out to most donor countries, UNDP has applied a differentiated approach tailored to the country concerned. Country-based United Nations committees and associations have played an important supporting role.

104. In 1998, UNDP initiated a process for more comprehensive work planning between the different offices in donor countries with the aim of developing complementarity in the work plans between these offices and between them and headquarters.

105. This three-pronged strategy provided opportunities for UNDP to share examples of its intellectual leadership in sustainable human development and the contribution it makes to improving the lives of people in the diverse range of countries in which it operates worldwide.

Lessons learned and challenges

106. Five main lessons were learned. To maximize impact, it is necessary to analyse which constituencies in each country have maximum leverage and focus activities on this selected target. High-level contacts are critical. Consistency and continuity are vital. Building sustainable partnership relationships is a long-term process. It is vital to tailor what UNDP says about itself - and how it says it - to the specifics of the audience concerned.

107. More needs to be done to encourage all UNDP partners to speak out about UNDP, its assets and strengths, its products and services, and how it is distinct from other providers of development cooperation - at the country, regional and global levels.

108. Work at the country level, through the Executive Board and through the donor country office network, will need to be expanded and deepened. In this

connection, more needs to be done to build on the work initiated in 1998 in the area of comprehensive and synergistic work planning between the various liaison offices and between them and headquarters and the country offices in programme countries.

Actions to be taken in 2000-2001

109. Taking into account the changing environment for development cooperation, UNDP will carry forward its existing country-specific approach, forging strategic partnerships, and intensifying high-impact cost-effective publicity. At the country level, the resident representative will be encouraged to share information on UNDP actively with donors represented in the country concerned. The Executive Board will provide donors opportunities to speak positively on what is different about UNDP compared with other providers of development services. The Executive Board-organized field visits will provide donors with first-hand evidence of UNDP in action. In the donor countries themselves, UNDP will intensify its marketing of the organization, focusing on high-impact contacts in targeted areas, fostering long-term partnerships and ensuring a consistent, systematic and corporate-wide approach to donors.

Action point 9: Evaluate and assess the impact of existing approaches, materials and tools

110. Much of the organization's work in evaluating and assessing the impact of existing approaches, materials and tools tends to be formative in nature. At the country level, this involves supporting Governments, NGOs and media agencies in evaluation.

Results achieved

111. At headquarters, DPA monitors media use of its information outreach daily. In 1998, an aggressive tracking of print and broadcast reporting was launched through an on-line search engine to evaluate the number of news stories containing UNDP items. The aim is to track all instances of articles about UNDP in selected world media. These news stories are given to the Administrator, Associate Administrator and other senior managers at headquarters as information for use in their numerous high-level meetings with opinion leaders to help to shape their personal agendas in support of development goals.

112. UNDP continues to update key public information materials and data to reflect the reform of UNDP and its leadership role in the United Nations Development Group. Special efforts have been made to improve audience targeting and the delivery of advocacy materials in United Nations official languages. Extensive media mailing and contact lists have been developed to address the following fundamentals of communication: choose your audience, don't overload your audience, and don't send everyone everything. The purpose is to ensure that appropriate information materials are sent to target constituents to produce the desired effect.

113. To fine-tune direct mailing of information materials further, a special mailing, distribution and inventory management system was established on a pilot basis last year in the Bureau for Resources and External Affairs. This database has nearly 25,000 contacts, including outside partners and senior UNDP officials. The system will help to eliminate duplications - and thereby reduce costs - in the distribution of UNDP information materials. Demonstrations have been conducted for other units at headquarters with the ultimate goal of adopting this system at the corporate level.

Lessons learned and challenges

114. Through the on-line information service, UNDP has discovered instances of misrepresentation of UNDP in newspapers and wire service reportage and has been able to correct these mistakes in the media through letters to the editor or opinion pieces.

115. Knowledge of communication and advocacy has been introduced as part of the core competencies required of future UNDP resident representatives. The business of talking to the media and developing allies and partners should be the responsibility of all UNDP staff, with resident representatives and other senior managers in UNDP taking the lead. The challenge is to inculcate a communication and advocacy culture throughout the organization, at all levels.

Actions to be taken in 2000-2001

116. UNDP hopes to track, on a systematic basis, Internet visitors to its Web sites maintained by country offices, bureaux and units to monitor the number of hits of the sites, which sites browsers visit, what kinds of information are frequently accessed, and what questions are asked. If resources are invested in state-of-the-art technology, UNDP will also include a questionnaire for browsers to fill out (on a voluntary basis) to formulate profiles of browsers interested in UNDP and its work. This kind of information will enable UNDP to streamline information and target constituents better in its media and advocacy outreach.

117. The evaluation and monitoring of existing approaches, materials and tools in communication and advocacy will become an integral part of future UNDP public affairs training workshops. UNDP is committed to strengthening the evaluation function and ensuring recycling of lessons learned to improve media and advocacy approaches. The goal is to find out if the tools and approaches help to increase understanding of what UNDP stands for and what it does if they help to increase support for UNDP and if they help to increase resources for UNDP.

Action point 10: Provide the Executive Board with a more analytical report specifying objectives, targets and cost implications

118. The present report is the result of extensive consultations with the Executive Board during regular sessions, dialogues between sessions and ad hoc meetings with Board members. UNDP continues to benefit from the guidance and advice of the Board in terms of fine-tuning the objectives, targets and cost implications of the corporate communication and advocacy strategy. UNDP will

continue to report on a regular basis on progress achieved in implementing the strategy.

IV. EXECUTIVE BOARD ACTION

119. The Executive Board may wish to provide its views on how best UNDP can tackle the communication and information challenges highlighted in the report, and in particular:

1. Endorse the communication and advocacy approach presented in document DP/199/19 as a broad policy framework for UNDP public affairs and advocacy activities;

2. Emphasize the importance of continuing efforts to build and intensify a culture of communication in UNDP with a view to targeting a global audience and strengthening collaboration and partnerships worldwide.